

# **FACILITATOR GUIDE**

## **CREW ESCAPE TECHNOLOGIES (CREST) NEW PROCUREMENT EXERCISE**

**TO FACILITATE  
UNDERSTANDING OF  
SPECIFICATIONS AND STANDARDS REFORM  
AND THE  
SINGLE PROCESS INITIATIVE  
AS THEY RELATE TO NEW PROCUREMENTS**

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### **“CREST” NEW PROCUREMENT EXERCISE**

#### **I. THE EXERCISE SCENARIO**

A. Details pertaining to the scenario, conduct, objectives, and specific assignments are contained in the Student Guide. Proper conduct of this scenario will require study of the Student Guide by the facilitator. This Facilitator Guide provides background information and suggestions for use in the scenario and classroom discussions. The Crew Escape Technologies (CREST) New Procurement exercise is designed to provide participants with an opportunity to apply acquisition reform principles to new procurements. In particular, participants will focus on incorporating Single Process Initiative (SPI) concepts and recent specification and standards improvement actions.

B. The scenario is set to simulate the environment encountered within a program office as the program approaches Engineering and Manufacturing Development (EMD) phase. This exercise will be used by the participants to (1) determine whether specifications and standards have been included in the CREST System Specification in a manner consistent with specifications and standards reform and (2) recommend appropriate RFP language that allows contractors to propose single processes that have been previously approved on existing contracts under SPI.

C. Session participants will be divided into Integrated Product Teams (IPTs) of 6-8 members who are responsible for providing input to the CREST EMD Request for Proposal (RFP). Each IPT will review the case material, discuss the tasking, determine an appropriate response, and conduct a briefing on their results. Facilitators should provide guidance during the exercise, but should let participants decide for themselves what changes to recommend.

#### **D. Scenario Objectives:**

1. Recommend appropriate language that would allow for contractors to propose using single processes that have been previously approved on existing contracts under the SPI.

2. Recommend alternative approaches to canceled specifications and standards.

3. Identify which specifications and standards included in the requirements document should be used for guidance only and which should be mandatory due to the unique technical/safety requirements.

4. Understand the underlying acquisition reform principles involved in accomplishing the above objectives.

E. Suggested Plan of Presentation and Timeline

10 minutes - Scenario overview, and forming IPTs. The facilitator should divide session participants into IPTs of 6-8 members; hand out the exercise materials (the Student Guide and Exhibits A-E); and briefly describe how these materials should be used during the exercise. The facilitator should discuss the exercise objectives, and the timeline for each part of the exercise.

5 minutes - Introduce the assignment. The facilitator should read the program manager's memo (Exhibit A) to the session participants to ensure they understand the assignment.

45 minutes - With their IPTs, each participant should skim through the system CREST System Specification and handout materials highlighting areas for possible improvement (recommend assigning IPT members specific sections to review).

30 minutes - The IPT should discuss the results of their review and formulate a response to the program manager's tasking. Each IPT should be prepared to present their conclusions and recommendations to the other participants at the end of the session.

20 minutes - Each IPT should nominate an individual to make a brief (3-5 minute) presentation that summarizes their conclusions and recommendations.

10 minutes - The facilitator should conclude the session by asking taking any final questions or comments.

II. ITEMS TO WATCH OR EMPHASIZE

A. A guiding principle of specifications and standards reform is to leave manufacturing and management processes to the contractor's discretion. With this in mind, does the CREST System Specification address design details or system functions and performance? Is the use of specifications and standards appropriate or too excessive? Do the specifications and standards listed in the System Specification agree with Defense Standards Improvement Council (DSIC) decisions and other improvement actions taken by Preparing Activities or by OSD?

**Note: case materials include DSIC improvement actions and the current status of all specifications and standards included in the CREST System Specification. Participants should refer to these during the exercise. This information is also available on the Standards Improvement web site at “<http://www.acq.osd.mil/es/std>.”**

B. The objective of SPI is to allow contractors to use single manufacturing and management processes at their facilities. Future solicitations are to be performance-based and shall allow for contractors to propose single processes that have been previously approved on existing contracts under SPI. With this in mind, how should the RFP be changed to allow single processes that have been previously approved on existing contracts under SPI?

**Note: the final report of the Communications IPT (Exhibit E of the case materials) is provided for education and training purposes. Until such time that these recommendations are incorporated into OSD/DCMC policy, these recommendations should be used for information only.**

C. When setting up the documentation necessary for the exercise, it is suggested that participants review related acquisition reform policies issued by their respective service and buying activity.

D. The participants will be reviewing an excerpt of the CREST System Specification during the exercise. Sections of the Specification that are not relevant to the exercise have been omitted. The participants are provided a tasking, in the form of a program managers memo, to review the System Specification for consistency with recent acquisition reform objectives. Participants should be encouraged to contribute any first-hand knowledge and lessons learned to the discussion. Facilitators should encourage participants to use both the latest acquisition policies, such as performance based specifications, and what they consider the best practices in formulating their recommendations.

**Additional SPI information is included in the Acquisition Reform Week materials.**

### III. FEEDBACK

If you have any questions or comments on this exercise please contact:

David Robertson  
DCMC SPI Team  
(703) 767-3351 or DSN: 427-3351  
david\_robertson@hq.dla.mil